Project Closeout Report

Presented to the IT Committee October 6, 2008

Project Name: Public Safety Mobile Radio Communications Project

Agency: Department of Emergency Services; Department of Transportation; Information Technology Department

Business Unit/Program Area: Division of State Radio; Radio Operations; Telecommunications

Project Sponsor: Greg Wilz (DES), Russ Buchholz (DOT), Lisa Feldner (ITD)

Project Manager: Justin Data

	Measurements	
Project Objectives	Met/ Not Met	Description
Increase the opportunity for interoperability	Met	New radio system is "P25" compliant, which is a suite of standards and associated technologies for radio communications that are dedicated to ensuring interoperability.
Upgrading obsolete systems	Met	The entire radio system's technical infrastructure has been replaced with new equipment. Essentially, everything that wasn't a building or tower was replaced, such as radio antennas, cabling, servers, combiners, repeaters, networking.
The new system has the ability to handle both digital and analog transmissions	Met	The new system has the capability of operating in either an analog or digital mode. It is currently running in an analog mode until enough local jurisdictions upgrade their equipment to digital-capable equipment, at which time the system can be switched to run in the digital mode.

Schedule Objectives			
Met/ Not Met	Scheduled Completion Date	Actual Completion Date	Variance
Not Met	Oct. 19, 2006	August 6, 2008	-105%

Budget Objectives			
Met/ Not Met	Baseline Budget	Actual Expenditures	Variance
Met	$3,525,346.56	$4,288,019.84	-22%

Note: This project was a fixed bid and is being paid for via "lease-purchase agreement." The total cost for the lease agreement is $8,101,386.24 (of which, $7,063,553.93 is the principle). The lease spans nine annual payments. The first payment was made in December 2004, and the last payment is scheduled for December 2012. So although an additional payment was made to the lease during the course of the project work due to the extension of the schedule, overall the final cost (in 2012) will be the same cost established when the baseline was set.

Major Scope Changes
There were no major scope changes to the project.

Lessons Learned
▪ You cannot rely solely on the vendor to find quality defects within the product they are providing. In this project the DOT personnel who were sent to audit site work that was "certified" as completed by the vendor, found a number of instances where re-work was required for the deliverable to be truly checked off. ▪ Be perseverant when dealing with issues related to the project. Although it could potentially

have been simpler to accept the vendor's terms for project closeout (leaving a number of issues unresolved), the team kept the project open and negotiations continuing for well over a year, either resolving the issues or obtaining acceptable settlement terms. Although there was staff cost related to pursuing this, that cost was negated by the terms of the settlements the multiple parties agreed to. A second part to this lesson would be to understand where that point is at which continued perseverance becomes a more costly venture than that of making a concession to quality.

- Always get a clear escalation path to the highest levels of the vendor organization with which you are dealing. Early on in the project we did not have this, and the project came to a standstill on a major issue. It wasn't until the team sought out "higher ups" in the vendor organization that any movement resumed in the project.

Success Story

- A severely antiquated radio system that was beyond obsolete (to the point in which spare parts could no longer even be found at salvage yards) has been replaced with a current technology that can be scaled for future growth.
- The core, State team worked well together and easily came to agreement on the direction of the project and strategies for working with the vendor.
- Sponsorship was strong for the project, even with the membership of the sponsor team and executive team changing over the course of the long project timeline (the three original sponsors for the project retired during the course of the project)
- Attempted change orders from the vendor were mitigated by the State team, resulting in no cost increases
- Despite the incredibly large user base of the radio system, there were few hiccups related to jurisdictions changing their radio frequencies to be ready for the transition.